



Team Performance in Action (Train the Trainer): Certificate in Coaching Teams with Experiential Learning and Belbin Team Roles

This 4-day practical module provides a learning structure for rolling out Belbin Team Roles to teams within organisations. It is intended to provide advanced learning for those who are already **professionally accredited in the Belbin Team Role technology**, who seek a toolkit for teaching team awareness within organisations and coaching teams to perform to their potential.

The learning takes place in two modules over three days: Day 1: provides a basic structure for introducing the concept of Belbin Team Roles and a trusted procedure for feedback of Team Role profiles (this is offered as a stand-alone module). An advanced option is offered for those who want to work at a deeper level and help teams through a process: having completed Day 1, delegates complete a further two days of training, followed by an application case study, **trainer 1-1 coaching supervision sessions**, and a fourth consolidation day. During these additional three days, participants engage in a range of learning about group psychology, observing teams in action, observing self in teams and learning coaching skills and experiential exercises to surface and resolve issues. Learning techniques focus on discovery exercises as well as learning from the experience of being within the training group.

The Belbin model has indicated the importance of having particular team roles filled by suitable individuals in order to produce high team performance. Thus, *the Plant* provides the team with imagination and ideas; *the Team Worker* provides the social lubrication for the team, while *the Completer* conscientiously picks over detail to remove errors while bringing the job in on time. Effectiveness is then dependent upon individuals each carrying out their roles successfully.

Until optimised, teamwork is hindered, and indeed teams may totally collapse without attention to five key points, according to Patrick Lencioni, author of Five Dysfunctions of a Team. These points are:

1. Trust – what comprises trust and how it is won and lost
2. Conflict – the ability to challenge and hold conflict comfortably
3. Commitment – desire, intention, stamina ... to succeed
4. Accountability – 100% follow-through and counter-acting /acknowledging avoidances and bad habits of others as well as self
5. Attention to Results – continual focus on the goal, clarity of the goal



Successful team coaching calls for a high degree of self awareness in relation to issues in groups, as well as a basic psychology of human behaviour in groups; understanding of group process and change; and an adaptive ability to create and foster a 'clear space' for the whole gamut of team personalities to realise their potential and see it in action. It is a gradual coaching process, rather than a one-off event, thus the multi-faceted structure of this course through training, case study application, support coaching and consolidation review.

Learning Outcomes:

- ✚ recognise the characteristics of effective teams and the role that coaching can play to enhance team performance and team development
- ✚ follow a team coaching process that can be used with new or existing teams
- ✚ help teams clarify their goals, identify barriers, explore options and develop appropriate action plans
- ✚ develop and promote a team coaching approach in addition to enhancing the effectiveness of teams within your organisation
- ✚ Complete team diagnosis to rate productivity and characteristics of teams
- ✚ Explore ways to facilitate talking about tough issues

- ✚ Learn how to deliver effective feedback to fellow team members
- ✚ Design an action plan to share their learning with their team and hold each other more accountable for greater team effectiveness

Pre-requisites of course: official accreditation by Belbin Associates in administering Belbin Team Role profiles. (The course assumes a certain level of knowledge about Belbin as it does not cater for explaining the model from scratch). Familiarity with coaching as a learning intervention is also useful and training based on basic psychology and understanding of group process and change.

Course Directors:

Bernard Chanliau: A highly experienced and accredited executive coach (ICF) and team facilitator, Bernard Chanliau has over 20 years experience in managing teams in the IT sector for companies such as Xerox, Symantec and ATL, as well as a long experience coaching senior executive teams from many industries to analyse and improve their performance. Bernard pays close attention to measuring the impact and ROI of team behaviour and translating this into business wins, yet does not lose sight of the complexities of the human journey. He runs Belbin Accreditation & Belbin Einterplace training in Ireland since 2004 in conjunction with CERT Consultancy/Belbin Associates.

Lorna McDowell: with a background in international corporate communications and sales and marketing on the one hand and psychotherapy and executive coaching on the other, Lorna has been using the Belbin methodology for over 15 years with teams and individuals. Within Xenergie, Lorna is the author and designer of most of our courses, and consults on culture transformation, team analysis and breakthrough consulting.

Our courses are led by Bernard or Lorna, supported by one or more of our experienced Belbin practitioners who have facilitated team process training; Belbin feedback and experiential learning for our client projects.

Agenda

Day 1	<p><u>Introduction – the Learning Organisation & Teams, Learning to Work as a Team</u></p> <ul style="list-style-type: none"> • Linking the personal journey to the organisation journey – how personal discovery journeys help the learning organisation grow, the importance of self-awareness in team transformation • 10 key messages of the Belbin system • Develop personal and group learning inventory <p><u>The Process of Group Behaviour and developing a checklist for action</u></p> <ul style="list-style-type: none"> • Issues in groups and group processes - <ul style="list-style-type: none"> ○ experiential exercises ○ powerful and dysfunctional behaviours • Possible reactions to group process and Belbin and how to handle them <p><u>Part 1: Diagnosis: Assessing Team Culture</u></p> <ul style="list-style-type: none"> • Reading Belbin Team Reports and their implications • Gathering assessment inputs to support the profile • The unspoken rules of teams and individuals • Why people don't change and how they do • Using Belbin in behaviour development and options for measuring ROI <p><u>Part 2: Delivering the Diagnosis & Creating the Learning Space</u></p> <ul style="list-style-type: none"> • How to feedback Belbin profiles in a team situation • Setting up experiential learning games to see Team Roles in action • Ground rules for creating a trusting environment • Coaching styles for exploring the data • Gap analysis • Experiential exercises set up and practice <p><u>Delivery Practice Day 1: Belbin Introduction Session</u></p>
Day 2	<p><u>Day 2 onwards deepens delegates' understanding of Belbin and Team Psychology</u></p> <p><u>Part 3: Building for Trust:</u></p>

	<p><u>Clarifying Team Purpose and the Raison d'être of Motivation</u></p> <ul style="list-style-type: none"> Identifying Personal & Team Values: Motivation gap analysis exercise Uncovering vulnerability and creating the foundation of trust Experiential exercise practice and feedback The trust equation <p><u>Embracing Conflict Belbin- Style</u></p> <ul style="list-style-type: none"> The flow of feedback Awareness of influencing style clash Experiential exercises to surface conflict and explore reactions <p><u>Part 4: Going for the Goal</u></p> <ul style="list-style-type: none"> Surfacing the behaviours that avoid accountability – competing commitments and parallel processes Learning to reflect as a team Clarity of Expectation and Results
<p>Day 3</p>	<p>Part 5: Refining Who & What</p> <p><u>Aligning team roles & team role compatibility</u></p> <ul style="list-style-type: none"> Project planning and execution – who should do what for optimum productivity Choosing team leaders <p><u>Streamlining the work – Delegation and Belbin Work Roles</u></p> <ul style="list-style-type: none"> Work Roles: analysing how the team does what it does; releasing unnecessary blocks to work and recognising necessary but unidentified work (mini-LEAN) <p><u>Measuring Results</u></p> <ul style="list-style-type: none"> Case study reflection exercise <p><u>Design your Own Intervention</u></p> <ul style="list-style-type: none"> Selection of personal case study; programme design practice
<p>Home work</p>	<p>Delegates choose a real life project in which they roll-out a) Belbin Introduction b) Team breakthrough case study, including a 15 minute taped or filmed example of their work and 1000 word report on the process. 1-1 Coaching Supervision provided via up to 3 telephone coaching sessions.</p> <p>The purpose of the homework module is to assist in application of the learning and provide a continued support through this time, which will enable participants to 'see from all directions', using the "7-eyed supervisor" model of Hawkins & Smith. Learning to see from all directions is essential in coaching teams in order to avoid bias, collusion and simple blind spots – teams are simple yet highly complex because of the webs of conscious and subconscious interaction happening simultaneously!</p>
<p>Day 4</p>	<p>Part 6: Consolidation of Learning</p> <ul style="list-style-type: none"> Experiential Group Process and Somatic Coaching in Teams – working at a subconscious level and considering the unspoken language of groups Team leadership – coaching management teams Group wisdom - Case study review and learning exchange. Participants present and share excerpts from their case studies

Want to sign up?

Call Angela Raftery or Bernard Chanliou on +353 (0) 86 104 38 05 or check our website for public courses.

After the Course – Supporting your Learning

Xenergie course tutors are available to you after the course to assist in the application and design of your own programmes, or provide additional resources to roll out large or complex programmes. This facility is intended as a "co-creation space" and our expertise is available on an hourly or daily basis. Or if you are undertaking a special project or regular team diagnostic work, you could benefit from **professional**

coaching supervision (wisdom exchange space) – sessions usually last either one or two hours and the purpose is to review and support your continued growth in this area as a team coach.

